



EPMA

Project Management

RELOCATION MANAGEMENT



EPMA partnered with the world's leading provider of oil and gas technology to relocate one of the organization's nuclear powered manufacturing facilities across the country from Princeton, NJ to Sugar Land, TX...ensuring that the facility remained operational and in full production during the move.

Leveraging our project management expertise and proven methodology, we not only streamlined the move, we improved productivity at the new site. By developing a multi-tiered solution of reporting business data upstream and managing priorities downstream, we helped project stakeholders easily and immediately access project status, which allowed project teams to focus on their duties rather than preparing reports.



THE KEY ISSUES

Communication and designation of priorities presented the biggest challenge in this project because four different divisions, each with their own requirements, were impacted by the large-scale relocation.

Further complicating the project, the client lacked experience in relocating an entire facility, the plant needed to maintain full operation during the move, and an unexpected shortage of qualified resources threatened to derail the entire project.

Other challenges that threatened the project:

- Unrealistic delivery expectations due to lack of a project schedule
- Non-existent communication and reporting between project teams and stakeholders
- Lack of coordination of manufacturing output and site-readiness
- Lack of resource management resulting in unexpected expenses.



OUR SOLUTIONS

Working through these challenges called for strategic execution of multiple project management techniques as well as training of project teams on these principles.



We facilitated engagement between stakeholders and impacted divisions to develop project schedules that addressed the decommissioning of the old facility as well as the commissioning of the new facility with the same equipment.



By establishing a liaison between project teams and stakeholders we helped the organization move their focus of the project from simply moving the plant, to validating the processes required for the move so it could be operational as quickly as possible.



Much of the workforce didn't relocate, creating a shortage of experienced and qualified resources. To compensate, more experienced contributors were asked to assume roles outside of their usual duties, which impacted resource availability. By reasonably adjusting project schedules, Project Managers were able to better track and utilize resources.



VALUE ADDED



EPMA's contribution provided the organization with a cohesive snapshot of goals, projections, and issues for decision-making and provided project teams with a consistent method of assigning priorities and managing work.

By shifting the focus of the project from equipment to the building out of manufacturing processes, the local plant was able to ship billable product three months prior to the previously estimated time-line.

Comprehensive scheduling revealed a vital need to keep an existing process operational, avoiding the possibility of a significant period of lost revenue for the entire operation.

These solutions allowed the organization to:



Focus on critical priorities that empowered contributors to better manage their time.



Produce products based on field demand rather than general product lines / families.



Track progress of activities that could impact more than one department to enable better prioritization.